

*Administrative
Internal Use Only*



h2

DIRECTORATE OF INTELLIGENCE

*Secretarial Guide for the
Preparation of Memoranda*

DDI Management Staff
June 1974

FOREWORD

This guide is intended to assist secretaries in the Intelligence Directorate in the preparation of memoranda for internal Agency distribution. It covers some of the more common decisions required to achieve uniformity and consistency in the preparation of memoranda in the Directorate. It is not intended to cover all problems which arise. Further assistance may be obtained by referring to DDI Notice 110-15, dated 1 July 1969, or calling the following: Secretary to the DDI (x5151); Secretary to the ADDI (x4080); or the Secretary to the Chief, DDI Management Staff (x5873).

-a-

ADMINISTRATIVE — INTERNAL USE ONLY

CONTENTS

	<u>Page</u>
Preparation of Memoranda	1
1. Margins	1
2. Date	1
3. "MEMORANDUM FOR"	1
4. "THROUGH" Line	1
5. "ATTENTION" Line	1
6. "SUBJECT" Line	2
7. "REFERENCE" Line	2
8. Text	3
9. Line Spacing	3
10. Paragraphing	3
11. Continuation of Paragraph on Another Page	4
12. Page Numbering	4
13. Signature and Title	4
14. Attachments	5
15. Distribution of Original and Copies	5
16. Originating Office Identification	6
17. Classification	6
18. Assembling and Forwarding	6
Preparing Memoranda for Signature of the DDI and ADDI	7
Sample Formats	8
1. General Memoranda Format for DDI and ADDI Signature	
2. Memoranda Format for DDI and ADDI Approval	

-b-

ADMINISTRATIVE — INTERNAL USE ONLY

Sample Formats (Contd)

3. Information Memoranda to the Director,
DDCI, and Executive Secretary, CIA
Management Committee for DDI Signature
4. Approval Memoranda to the Director,
DDCI, and Executive Secretary, CIA
Management Committee for DDI Signature
5. Sample Long and Short Memoranda

-C-

ADMINISTRATIVE — INTERNAL USE ONLY

PREPARATION OF MEMORANDA*

1. Margins. The width of margins may vary with the length of the text. For example, use 1 1/2-2 inch side margins for short memoranda (up to 100 words) and 1 1/4 inch (minimum) side margins for medium/long memoranda (100 or more words).

2. Date. Type date at the right hand corner of first page on at least line 10. It can be typed on line 14 or 15 if memo is extremely short. The object is to center the memo on the page as much as possible. (Memos for signature of the DDI and ADDI should be left undated.)

3. "MEMORANDUM FOR". Beginning at the left margin, type this heading in all caps, four spaces down from the date, if one has been inserted. If the date has not been typed, begin this heading 14-18 lines from the top of page (depends on length of memo). Place the addressee's title two spaces after the colon.

4. "THROUGH" Line. A "THROUGH" line is rarely used; however, if used, type in all caps, even with the left margin and two spaces below "MEMORANDUM FOR". The through addressee is always shown as a title, and is placed in line with the "MEMORANDUM FOR" addressee.

5. "ATTENTION" Line. The use of an "ATTENTION" line in a memorandum is optional. It is used only when the dictating official desires to direct the correspondence to an office or official other than shown after "MEMORANDUM FOR". When used, the word "ATTENTION" is typed in all caps, even with the left margin and two spaces below "MEMORANDUM FOR" or "THROUGH" as the case may be. The addressee following "ATTENTION" may be addressed by name or title. Example:

MEMORANDUM FOR: Director of Personnel

ATTENTION : Chief, PMCD

*This guide was prepared with the following aids: DDI Notice 110-15, dated 1 July 1969 and the CIA Correspondence Style & Procedures Guide, dated April 1972.

ADMINISTRATIVE — INTERNAL USE ONLY

6. "SUBJECT" Line. The word "SUBJECT" typed in all caps two spaces below the last addressee line, and even with the left margin, introduces a brief statement of the subject of the memorandum. This statement is begun in line with the addressee/s listed in the foregoing "MEMORANDUM FOR", "THROUGH", or "ATTENTION" lines. Capitalize the first and all other important words.

7. "REFERENCE" Line. Reference to material related to the subject matter of a memorandum may be cited either in the text or in a "REFERENCE" line. The reference line begins with the word "REFERENCE" or "REFERENCES" typed in all caps beginning at the left margin, two spaces below the subject line. Following this, references are listed with the first word of each reference aligned with the first word of the subject. If more than one reference is listed, designate each alphabetically by small letters in parentheses. A single reference is not so designated. Examples:

Single Reference:

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Implementation of PASG Recommendations
Approved by the CIA Management Committee

REFERENCE : Memo to DDI fr DCI dtd 13 Apr 74,
same subject

Multiple References:

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Implementation of PASG Recommendations
Approved by the CIA Management Committee

REFERENCES : (a) Memo to DDI fr DCI dtd 13 Apr 74,
same subject

(b) Memo to DCI fr PASG dtd 30 Nov 73,
Subject: New Approaches to
Personnel Management

8. Text. The text of a memorandum begins four spaces below the last line of the "SUBJECT" or "REFERENCE" line as the case may be.

9. Line Spacing. Normally the body of correspondence is single spaced. However, if the text is eight lines or less and consists of but one paragraph, double spacing is used.

10. Paragraphing. When a memorandum is one paragraph in length, the paragraph is not numbered. If the memorandum is two or more paragraphs in length, primary paragraphs are numbered consecutively with Arabic numerals, and subparagraphs are identified alphabetically and numerically. The pattern for paragraphing is as follows:

1. -----

a. -----

(1) -----

(a) -----

1. -----

a. -----

11. Continuation of Paragraph on Another Page. A paragraph of three or fewer lines is not divided between pages. At least two lines of a paragraph appear on each page. In dividing a sentence between pages, at least two words of the sentence should appear on each page. In no case is a word divided between two pages.

If the body of a memorandum or letter is completed so near the bottom of a page that there is no room for the signature, at least two lines (preferably more) of the last paragraph are carried over to the last page. This is done so that the signature will not become separated from the text.

12. Page Numbering. The first page of correspondence is not numbered. Second and succeeding pages are numbered consecutively with Arabic numerals centered 1 inch from the bottom of the page. Numerals are typed with dashes, for example, -2-.

13. Signature and Title. The signer's name and title are shown five spaces below the last line of text. The name of the signer is typed in all caps (initial caps for letters), one or two spaces to the right of the center of the page. The title is typed immediately below the signer's name, in initial caps only, and centered. Place the title on two lines if necessary to achieve the best appearance. For example:

EDWARD W. PROCTOR
Deputy Director for Intelligence

PAUL V. WALSH
Associate Deputy Director
for Intelligence

PAUL V. WALSH
Acting Deputy Director
for Intelligence

14. Attachments. Attachments are listed two spaces below the signature title, beginning with the word "Attachment" or "Attachments" typed flush with the left margin. Immediately below and indented two spaces from the left margin, each attachment is listed by number or Tab and briefly described. It is not necessary to number a single attachment. Do not extend the description of an attachment beyond the center of the page. Indicate the attachments on the original and all copies.

If an attachment consists of more than one copy, the number of copies is shown in parentheses following the description of the attachment. Attachments forwarded under separate cover should be so identified.

The following illustrate typical attachment listings:

Single attachment:

Attachment:

As Stated (if described fully in memo)

or

Attachment:

DDI Objectives

Multiple attachments:

Attachments:

As stated (if described fully in memo)

or

Attachments:

1. DDI Objectives (3 copies)
2. Office Objectives (separate cover)
3. DCI Objectives

15. Distribution of Original and Copies. When it is desirable to indicate to the addressee that others have received information copies, the recipients of information copies are listed under "cc"

on the original and every copy prepared. Type "cc:" in lower case flush with the left margin, two lines below the title of the signing official or the attachment listing. List the information addressees in the following manner:

cc: Director of Economic Research
Director of Strategic Research

The distribution of the original and all other copies, however, is shown separately under the word "Distribution" only on copies other than the original, the courtesy copy (if any), and information copies. The only exception is an approval memo, which requires the distribution typed on all copies. Type the word "Distribution" flush with the left margin, two spaces below the last information addressee, attachment or signature line. Immediately below "Distribution" list the original and copies in the following manner:

Distribution:
Original & 1 - Addressee
1 - D/OCI
1 - DDI
1 or 2 - Originating Office

16. Originating Office Identification. Two lines below distribution and flush with left margin, type the originating office identification; for example, DDI/MS [REDACTED]:mak/5873(31 May 74). 25X1A

25X1A

17. Classification. Classify according to the direction of your supervisor. Anything Confidential and above must carry the exempt stamp. It is typed or stamped at the lower right hand corner of the page. (See [REDACTED] for full details on what security stamps should be used, i.e. Warning Notice, Restricted Data, etc.)

18. Assembling and Forwarding. Assemble memo, attachments, references, and basic (original incoming correspondence) and label everything being forwarded with memo. Attach buckslips to all copies forwarded (addressee, information copies, DDI copy and originating office copy). Attach signature, concur or approval tab.

PREPARING MEMORANDA FOR
SIGNATURE OF THE DDI AND ADDI

Key things to remember in typing memoranda for signature of the DDI and ADDI are:

1. Do not date memo.
2. Type "MEMORANDUM FOR" 14-18 lines from the top of the page. This depends on the length of the memo. If it is a one page memo, it should be centered as much as possible.
3. The memo must be typed accurately and neatly--preferably without error, but at least with clean erasures.
4. If there is more than one attachment, list each; for example:

Attachments:
 Tab A. -----
 Tab B. -----
5. Type distribution on all copies except addressee copies.
6. Assemble memo, attachments, references, and basic (original incoming correspondence) and label everything attached to memo.
7. Attach buckslips to all copies forwarded (addressee, information copies, DDI copy and originating office copy).
8. Attach signature, concur, or approval tab.

SAMPLE FORMATS

Sample 1

General Memoranda
for DDI and ADDI Signature

MEMORANDUM FOR: Comptroller

SUBJECT : Directorate Requests for Additional
Position Ceiling

REFERENCES : (a) Memo to Compt fr C/DDI Mgt St
dtd 20 Aug 73, same subject

(b) Memo to Compt fr C/DDI Mgt St
dtd 10 Sep 73, Subject: Establish-
ment of the Strategic Evaluation
Center

1. -----

2. -----

a. -----

b. -----

3. -----

EDWARD W. PROCTOR
Deputy Director for Intelligence

Attachments:

Tab A. -----

Tab B. -----

ADMINISTRATIVE — INTERNAL USE ONLY

Sample 2

Approval Memoranda
for DDI and ADDI

31 May 1974

MEMORANDUM FOR: Associate Deputy Director
for Intelligence

THROUGH : DDI Information Processing
Coordinator

SUBJECT : Request for Approval to Acquire
Computer-Based Analytical Models

1. Paragraph 4 contains a request for approval of expenditure of funds for a new computer-based analytical model, etc.

-----.

2. Background/Justification. -----

-----.

3. -----

-----.

4. Approval is requested to enter into a contractual arrangement etc. -----
-----.

OFFICE DIRECTOR
Title

Attachment:
Contract proposal

ADMINISTRATIVE — INTERNAL USE ONLY

SUBJECT: Request for Approval to Acquire Computer-Based
Analytical Models

CONCUR:

DDI Information Processing Coordinator

Date

APPROVED:

Associate Deputy Director for Intelligence

Date

Distribution:

Original - ADDI,
 return (Originator)
1 - ADDI
1 - DDI IPC
1 - Originating Office

Originator Line

Sample 3

Information Memos
for the Director, DDCI,
and Executive Secretary,
CIA Management Committee

MEMORANDUM FOR: Director of Central Intelligence
FROM : Deputy Director for Intelligence
SUBJECT : (As Appropriate)

EDWARD W. PROCTOR
Deputy Director for Intelligence

ADMINISTRATIVE — INTERNAL USE ONLY

Sample 4

Approval Memos
for the Director, DDCI,
and Executive Secretary,
CIA Management Committee

MEMORANDUM FOR: Director of Central Intelligence

VIA : Deputy Director of Central Intelligence
(if needed)

or

Executive Secretary, CIA Management Committee

(or both)

FROM : Deputy Director for Intelligence

SUBJECT : (As Appropriate)

1. Action Requested:

2. Basic Data:

or

Background:

3. Staff Position:

4. Recommendation(s):

EDWARD W. PROCTOR
Deputy Director for Intelligence

ADMINISTRATIVE — INTERNAL USE ONLY

SUBJECT: Second Page of Approval Memo for the Director, etc.

APPROVED: _____ Date _____

DISAPPROVED: _____ Date _____

Distribution: (on original and all copies)

Original - Director,
return DDI Mgt St
1 - Director
1 - DDCI
1 - ER
25X1A 1 - DDI
1 - DDI Mgt St

DDI/MS: [REDACTED]:mak/5873(31 May 74)

Sample 5

SAMPLE LONG MEMO

14-18 Spaces

at least
1 1/4"

MEMORANDUM FOR:

SUBJECT : Discontinued Service Retirement

4 Spaces

at least
1 1/4"

1. Because of reduced ceilings, changing requirements and reorganizations, I now find that there is a surplus of personnel in the Intelligence Directorate, I am therefore authorized to offer all eligible personnel the opportunity to retire under the discontinued service provision of the Civil Service Retirement System and the CIARDS. This authorization extends only until 30 June 1974.

2. The following criteria must be met in order to be eligible for involuntary retirement:

a. Civil Service Retirement

(1) 50 years of age and have completed 20 years of creditable Federal service, or

(2) have completed 25 years of creditable Federal service, any age.

Annuities are reduced one-sixth of one percent per month (2 percent per year) for each month the individual is under age 55.

b. CIA Retirement

Have completed 25 years of creditable service at any age, and have 10 years CIA service and 60 months qualifying service. No reduction in annuity will be made for age.

about 1 1/2"

ADMINISTRATIVE — INTERNAL USE ONLY

↓
10 Spaces

3. As a first step toward achieving the necessary personnel reductions, you are to inform all eligible personnel of the opportunity to retire under the special arrangements available because of the surplus. Any of those eligible who are interested should get additional information from an officer designated by you.

↑
5 Spaces

EDWARD W. PROCTOR
Deputy Director for Intelligence

-2-

↑ about 1"

ADMINISTRATIVE — INTERNAL USE ONLY

↓

15 Spaces

SAMPLE SHORT MEMO

2 May 1974

4 Spaces

at least
1 1/2"

MEMORANDUM FOR: Chief, Administrative Staff, CRS

SUBJECT : Request for Additional Contract
Position, GS-11, Editor

REFERENCE : Your memo dtd 1 Apr 74, same subject

4 Spaces

This is to advise you that your request for an additional contract position, GS-11, Editor has been approved.

at least
1 1/2"

25X1A

5 Spaces

Chief, CDI Management Staff

ADMINISTRATIVE — INTERNAL USE ONLY

*Administrative
Internal Use Only*